

ALBERTA WATER COUNCIL

2014 ANNUAL REPORT



10th
Anniversary



ABOUT THE ALBERTA WATER COUNCIL

The Alberta Water Council (AWC) is a multi-stakeholder partnership that provides leadership, expertise and sector knowledge to engage and empower industry, non-government organizations, and governments to achieve the outcomes of the *Water for Life strategy*.

Created in 2004 under Ministerial Order by Alberta's then-Minister of Environment, the AWC serves as a unique example of the concept of shared governance. It is one of three types of partnerships named under the *Water for Life strategy*; the others are Watershed Planning and Advisory Councils, and Watershed Stewardship Groups.

The AWC regularly reviews implementation of the *Water for Life strategy* and champions the achievement of the strategy's goals. The structure of the renewed *Water for Life strategy* is based on a strong relationship between three goals:

- Safe, secure drinking water;
- Healthy aquatic ecosystems; and
- Reliable, quality water supplies for a sustainable economy.

These goals will be met through knowledge and research, partnerships, and water conservation.

The AWC also advises the Government of Alberta, stakeholders and the public on effective water management practices and solutions to water issues, as well as on priorities for water research. Where there is consensus, the AWC may advise on government policy and legislation. However, the Government of Alberta remains accountable for the implementation of the *Water for Life strategy*, and continues to administer water and watershed management activities throughout the province.

The AWC operates by consensus and is guided by an executive committee. It submits reports and recommendations directly to the Minister of Environment and Sustainable Resource Development and to other stakeholders. In November 2007, the AWC was formally incorporated as a not-for-profit society under Alberta's *Societies Act*, with its own bylaws and governance structure. The AWC receives an annual grant from the Government of Alberta to cover core operating costs and is responsible for its own financial management. Financial information for fiscal year 2014 is available on the AWC website.

ABOUT THIS REPORT

This is the AWC's tenth annual report. It summarizes activities for the calendar year 2014.

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EXECUTIVE SUMMARY

This annual report describes the activities of the Alberta Water Council (AWC) in 2014 — the AWC's tenth year of providing advice on effective water management solutions. The highlight of the year was the very successful two-day symposium on water reuse held in June in Calgary. Nearly 200 delegates heard presentations from 18 experts and had many opportunities to share information and network among themselves. Feedback was positive and future conferences will be considered as topics arise.

Work continued this year in two other important areas: aquatic invasive species (AIS) and water literacy. In examining the state of AIS in Alberta, the team found gaps in communication, coordination, and awareness; gaps in regulation and enforcement related to AIS; and other challenges including funding, expertise, monitoring, and control options. All of these gaps and challenges present opportunities for improvement. A review of jurisdictions with established AIS programs found components that were common to all systems, including education and outreach, risk assessments, surveillance and inspections, and early detection rapid response. By the end of this year, the team was developing its recommendations and will submit its final report to the board in 2015.

The Water Literacy Project Team was established in March to provide recommendations to improve water literacy practices in Alberta. An electronic survey of relevant stakeholders showed that Alberta has about 150 water literacy-type programs, covering a wide variety of topics for a wide audience. Analysis of the data will be reported in 2015. This aspect of the project will result in a list of current approaches and best practices to achieve a higher level of water literacy in the province.

In October, the board established the Lake Management Project Team to: a) document and assess the state of lake management planning and governance in Alberta; b) identify gaps, redundancies, and opportunities to improve lake management; and c) develop recommendations to improve lake management, including roles and responsibilities. This work will continue through 2015.

This year, two of the AWC's core guiding documents were renewed and refreshed — the Communications Strategy and the three-year Business Plan, both of which will see us through to 2016.

Staff and board members remain active in their outreach within Alberta and elsewhere, sharing information about the AWC and its consensus-based process. For more information on the AWC, its publications and activities, please visit our website at www.awchome.ca.



PRESIDENT'S MESSAGE

2014 marked the tenth anniversary of the Alberta Water Council — a significant milestone that was celebrated at our October event honouring former and retiring board members. Since 2004, more than 300 individuals have contributed to the Council's body of work, which includes 26 major reports on various aspects of water management as well as recommendations and other advice to the Government of Alberta. These volunteers — members of committees, project teams, working groups, and the board itself — were supported by dozens of organizations from across Alberta, reflecting the depth of commitment of our stakeholders.



Engaging water users and key interest groups in meaningful discussion and analysis about one of our province's most important resources can be a challenging and sometimes lengthy process. However, this consensus-based approach results in sound conclusions and solid advice that considers diverse perspectives and interests and is a well-recognized Council strength.

Probably the most substantial accomplishment in 2014 was the very successful Water Reuse Symposium in June. Over two days, nearly 200 delegates heard presentations from 18 experts about how water is used and reused, and explored opportunities for Alberta to adapt and build on innovative technologies and systems. The Water Conversation sessions led directly to the Council's work on water literacy and another project that was established this year on lake management. Our stakeholders are also pleased to see the first phase of implementation of the provincial Wetland Policy, in light of the Council's previous work in this area.

This year also saw work move ahead on aquatic invasive species, which are a concern to many sectors. Looking

ahead to 2015, this team will be providing advice on dealing with and communicating about the threats these organisms pose to the province's environment and economy. Next year, we will also hear the first implementation progress reports on water conservation, efficiency, and productivity.

All of our sectors and participants support the Council with both human and fiscal resources and we are deeply grateful for this ongoing collaboration. This was my first year as president, and I especially appreciated the assistance from our strong executive team, two of whose members are retiring this year: Rob Pritchard and John Skowronski. It has been a real pleasure to work with so many passionate, dedicated, and professional people and I look forward to the start of our second decade.

A stylized, handwritten signature in white ink, consisting of a large, sweeping 'B' followed by a series of loops and a long horizontal stroke.

Bill Werry



BOARD MEMBERS

The following individuals served as board members and all gave generously of their time and expertise to advance the Council's work this year.

BROAD CATEGORY

INDUSTRY

Chemical and Petrochemical
Cropping
Forestry
Irrigation
Livestock
Mining
Oil and Gas
Power Generation

NON-GOVERNMENT ORGANIZATION

Environmental
Environmental
Fishery Habitat Conservation
Lake Environment Conservation
Watershed Planning and Advisory Councils
Wetland Conservation

GOVERNMENT OF ALBERTA AND PROVINCIAL AUTHORITIES

Alberta Agriculture and Rural Development
Alberta Energy
Alberta Environment and Sustainable Resource Development
Alberta Health
Alberta Innovates - Energy and Environment Solutions

DIRECTOR

Rob Hoffman
Greg Sears
Keith Murray
Ron McMullin*
Stuart Thiessen
Chris Fardham
Deanna Cottrell
Jim Hackett

ALTERNATE

Lorna Young
Sharon McKinnon
Dan Moore
Richard Phillips
Doug Sawyer
Stuart Lunn
John Van Ham
Ahmed Tarris

Carolyn Campbell
Jason Unger
Silvia D'Amelio
Jay White*
Hugh Sanders
Perry McCormick

Bob Cameron
Maureen Bell
Peter Aku
Stephanie Neufeld
Cheryl Fujikawa
Tracy Scott

Dave Burdek
Martin Chamberlain
Bill Werry*
John Zhou

Jamie Wulfe
Audrey Murray
Rick Blackwood
Jenny Hong
Brett Purdy

* Executive member as of December 31, 2014.



BROAD CATEGORY**OTHER GOVERNMENT**

Large Urban
Métis Settlements
Rural
Small Urban
Ex-officio

DIRECTOR

Chris Ward
Mary Onukem
Al Kemmere*
Melodie Stoll
Gordon Edwards*

ALTERNATE

Nancy Stalker
Earl Graham
Rachel Bobcock

The Council gratefully acknowledges the following individuals who stepped down in 2014:

DIRECTORS:

Ken Brown, Rob Pritchard, Jénelle Saskiw, Apu Sharma, John Skowronski, Jeff Surtées, Dana Woodworth

ALTERNATES:

Bob Barss, Mark Brostrom, Al Schultz

*Executive member as of December 31, 2014.



EXECUTIVE DIRECTOR'S MESSAGE

This was a year of diversity for Alberta Water Council projects, a highlight being the very successful Water Reuse Symposium. The AWC was very pleased to host this symposium and hopes the information will be thoughtfully and creatively incorporated as we move towards a more integrated and adaptable water management system that includes water reuse. This was just the second conference hosted by the AWC in our ten years. It provided an excellent opportunity for staff development, and such events could become more frequent as potential new topics arise.



In addition to active teams in distinctly different areas (aquatic invasive species, water literacy and lake management), this year we renewed and refreshed two of our core guiding documents – the Communications Strategy and the three-year Business Plan, both of which will see us through to 2016. Staff also participated in the multi-stakeholder organizational review by Alberta Environment and Sustainable Resource Development as the Government of Alberta moves ahead with its Integrated Resource Management System (IRMS). A key element of the IRMS is building strong relationships with partners and stakeholders to ensure that multi-stakeholder partners continue to be relevant and help the GoA achieve shared desired outcomes.

Several staff changes occurred this year, the most significant being the retirement of Terry Sly. Terry was with the AWC since its beginning as a Minister's Advisory Committee and brought leadership, institutional memory, and a solid work ethic to our staff. He became a good friend to many of us and I am very grateful for his contributions and commitment over the years. 2014 also saw the addition of a new project manager as we ensure ongoing capacity to support the AWC's work.

I remain inspired by the continued commitment and hard work of all our stakeholders, who bring tremendous knowledge, insight, experience, and enthusiasm to our projects and to the board. It was a pleasure working with the executive team and president Bill Werry this year, and I look forward to building on the accomplishments of our first ten years.

Gordon K. Edwards

OUR TEAM AS OF DECEMBER 31, 2014

Executive director – Gordon Edwards

Senior manager – Andre Asselin

Project managers:

Anuja Ramgobalan

Petra Rowell

Accounting – Sunny Yeung

Policy and communications – Kim Sanderson

COMMITTEE, WORKING-GROUP AND PROJECT TEAM MEMBERS

The following individuals contributed their time and expertise to AWC committees, working groups and project teams in 2014, and the AWC gratefully acknowledges their commitment and support. This list includes individuals who led or helped to prepare statements of opportunity for projects the AWC considered in determining its future work. The AWC also thanks the many other individuals from various stakeholder groups who reviewed documents, responded to surveys, and volunteered their time in support of our activities.

Al Kemmure
 Alf Durnie
 Amanda Doyle
 Angela Alambets
 Brian Meagher
 Carolyn Kolehaha
 Curtis Homing
 Dan Moore
 Daniel Laubhahn
 Dave Hayman
 Dave Trew
 Deanna Cottrell
 Donna Hovsepian
 Edith Phillips

Emma Wilkins
 Fay Zhou
 Glenn Isaac (North
 Saskatchewan
 Riverkeeper)
 Glenn Isaac (TransAlta
 Corporation)
 Janice Dewar
 Jay White
 Jan Makar
 Jennifer Kerr
 Jon Sweetman
 Judy Stewart
 Kara Reed
 Karen Ritchie

Kate Wilson
 Kathy Wotobec
 Ken Brown
 Kim McLeod
 Lesley Petersen
 Lynn Robb
 Martina Krieger
 Michelle Muller
 Mike Jenkins
 Naomi Aches
 Nicole Seitz
 Peter Aku
 Peter Pellatt
 Rachel Bocock

Richard Casey
 Ron McMullin
 Ron Zurawell
 Scott Miller
 Sharina Kennedy
 Sharon Wilkner
 Stephanie Neufeld
 Susanna Bruneau
 Sylvia Trosch
 Tasha Blumenthal
 Ted Harms
 Monessa Higgins
 Zoë Thomas



AWC ACTIVITIES AND PROGRESS IN 2014

This year, the AWC began operating in the first year of its 2014 – 2016 Business Plan. Each of the Plan's three areas of core business has a specific goal and several strategies to achieve the goal.

Activities in 2014 supported progress in core businesses and goals two and three, as reflected in the chart below. The areas of AWC activity for 2014 are described in more detail later in this report, under the work of the appropriate committee, working group, or project team. A report on performance measures appears in the next section.

1

CORE BUSINESS

Steward the Implementation of Water for Life

GOAL

The implementation of the *Water for Life* Strategy is reviewed in a timely and thorough manner.

PERFORMANCE MEASURE

- A. Percentage of Council members contributing to the *Water for Life Implementation Review* report, which is due 18 months after the period under review.

AREAS OF COUNCIL ACTIVITY IN 2014

N/A

2

CORE BUSINESS

Provide Valued Policy Advice

GOAL

Alberta Water Council's policy recommendations are timely, based on credible information, implementable, have consensus and support WFL goals and timelines.

PERFORMANCE MEASURES

- A. Percentage of projects completed in the timeline prescribed in the approved project terms of reference.
- B. Percentage of issues identified by Council project teams addressed with consensus recommendations.

AREAS OF COUNCIL ACTIVITY IN 2014

- Aquatic Invasive Species
- Water Literacy
- Lake Management

3

CORE BUSINESS

Provide a Forum for Discussion and Resolution of Water Issues

GOAL

Alberta Water Council has an effective process for sectors to discuss and resolve water management issues.

PERFORMANCE MEASURES

- A. Percentage of directors satisfied that the Council's processes and communications are addressing the needs of the board
- B. Percentage of identified process gaps being appropriately addressed within six months of coming to the Council's attention.

AREAS OF COUNCIL ACTIVITY IN 2014

- Symposium on Exploring Water Re-use for Household, Municipal and Industrial Applications
- Communications

The board continued to track annual progress in implementing its recommendations. At its March 2014 meeting, the board was advised that of the 237 recommendations made to date, 23% have been implemented, 73% are in progress, and 4% were noted as "not under consideration at this time." As part of the AWC's ongoing efforts to remain focused on important and relevant activities, the Government of Alberta continued to provide updates at each board meeting on water issues and Government initiatives in related areas.



EVALUATING AND MEASURING PERFORMANCE

The Alberta Water Council fully supports the tenet "what gets measured gets done." It is important for the AWC to demonstrate to itself, stakeholders, and the public that its three goals are being achieved, which makes performance measures an essential part of the AWC's three-year Business Plan. The Executive Committee, on behalf of the board is responsible for evaluating and reporting on the AWC's performance each year. This is the third year for the AWC to report on its performance in the annual report.

SETTING PRIORITIES

2014 was the first year of the AWC's current three-year Business Plan. The Business Plan identifies goals, strategies and performance measures to guide the AWC as it strives to achieve its mandate.

PERFORMANCE MEASURES

The AWC has five performance measures: one for the first goal and two each for goals 2 and 3.

1

GOAL 1

The implementation of the *Water for Life* strategy is reviewed in a timely and thorough manner.

PERFORMANCE MEASURE 1A: Percentage of Alberta Water Council members contributing to the *Water for Life* Implementation Review report, which is due 18 months after the period under review.

Target: 90% of Council members contribute to the *Water for Life* Implementation Review report.

Results: The AWC regularly reviews implementation progress of the *Water for Life* strategy. However, the review is not done on an annual basis, and thus this performance measure is not assessed every year. The last review covered the period from 2009 to 2011, and performance was evaluated in the 2012 annual report. The AWC plans to conduct the next review in 2015 - 2016 and will report on this performance measure when that review is completed.

2

GOAL 2

Alberta Water Council's policy recommendations are timely, based on credible information, implementable, have consensus and support *Water for Life* goals and timelines.

PERFORMANCE MEASURE 2A: Percentage of projects completed in the timeline prescribed in the approved project terms of reference.

Target: 100%

Results: The target of 100% was met. Of the five active AWC projects, one was scheduled for completion in 2014. The AWC-hosted Symposium on Water Reuse was held in June and all subsequent work was completed in August.

PERFORMANCE MEASURE 2B: Percentage of issues identified by Alberta Water Council project teams addressed with consensus recommendations.

Target: 85%

Results: Measuring performance against this target was not possible in 2014. The intent of the Water Reuse Committee was not to provide recommendations *per se*. Rather, the intent was to provide a forum to raise the profile of this emerging issue with AWC stakeholders.

3

GOAL 3

Alberta Water Council has an effective process for sectors to discuss and resolve water management issues.



PERFORMANCE MEASURE 3A: Percentage of directors satisfied that the Alberta Water Council's processes and communications are addressing the needs of the board.

Target: 85% of directors are satisfied with the communications strategy and its implementation.

Results: The target for this performance measure was met, and surpassed with 100% of directors who responded to the poll expressing their satisfaction with the communications strategy and its implementation.



PERFORMANCE MEASURE 3B: Percentage of identified process gaps being appropriately addressed within six months of coming to the Alberta Water Council's attention.

Target: 100%

Results: The Council reviews its process guidelines on a three-year cycle. Several process issues were identified and addressed during the last review in 2012, and no other process gaps have emerged since then. This performance measure requires that process gaps be identified before they can be addressed, so it is possible that this performance measure will not be assessed every year. The AWC will undertake its next review of the process guidelines in 2015.



COMMITTEES, WORKING GROUPS AND PROJECT TEAMS

Committees, working groups and project teams are where much of AWC's substantive work is done. Like the AWC, these multi-stakeholder bodies make decisions by consensus.

COMMITTEES are typically formed to deal with administrative matters and often carry on their work from year to year. Occasionally, a committee is formed for a specific activity.

WORKING GROUPS are formed when the AWC decides that more detailed work is needed in an area. The main purpose of a working group is to scope the issue and recommend how it could be addressed. This usually involves preparing terms of reference for a project team.

PROJECT TEAMS are established to investigate particular water issues thoroughly and come back to AWC with a report and recommendations. Terms of reference for each team are available on the AWC's website.

This section briefly describes the accomplishments of each committee, working group and project team.

Reports from AWC teams are available online at www.awchome.ca.

COMMITTEES

EXECUTIVE COMMITTEE

The AWC is guided by a five-person Executive Committee, which includes a member from each of the four broad categories plus the Executive Director. The Executive Committee provides financial and statutory oversight on behalf of the board, sets the agenda for each board meeting, and responds to issues that arise between meetings, giving guidance to staff or handling the matter directly, as appropriate. Executive members liaise with Ministers and monitor the board's effectiveness and adherence to AWC policies and procedures. Along with board Directors, they also communicate with the media when required. As well, the Executive Committee leads communications, strategic, and business planning activities.

Implementation of the Communications Strategy and Action Plan continued through 2014, using various tools to strengthen the AWC's communications activities. All of the actions in the 2012-2014 Strategy have been completed and this year, a new three-year Communications Strategy was developed and approved by the board.

WATER REUSE SYMPOSIUM COMMITTEE

The Water Reuse Symposium Committee organized and delivered an excellent event in Calgary in June 2014, entitled "Re-Fresh: The Confluence of Ideas and Opportunities on Water Reuse." The concept for the symposium originated with a proposal presented to the AWC by the Government of Alberta. The conference brought water-using sectors together to share global water reuse knowledge, challenges, and solutions to inform the potential development of responsive water reuse policy in Alberta. The organizers secured cash donations from 22 sponsors, reflecting the widespread interest in this topic.

Over two days, nearly 200 water managers, decision makers, and others with an interest in how water is used and reused explored opportunities for Alberta to adapt and build on innovative technologies and systems. Eighteen speakers gave presentations in three theme areas: Business and Environmental Sustainability, Technology and Innovation, and How to Apply Water Reuse in the Alberta Context. Proceedings from the event are available via the Council's Water Reuse Symposium website at <http://awcreusesymposium.ca/Speakers/tabid/191/Default.aspx>. The committee also created templates and guidance material for use in organizing future such events.

The AWC was very pleased to host this symposium and hopes the information provided will be thoughtfully and creatively incorporated into strategies that move our province towards a more integrated and adaptable water management system that includes water reuse.

WORKING GROUPS AND PROJECT TEAMS

AQUATIC INVASIVE SPECIES

The Aquatic Invasive Species (AIS) project team was formed in 2013 to identify gaps and opportunities for improving awareness, communication, and coordination of activities by stakeholders in Alberta who are working to prevent and manage AIS threats. AIS are species that are not native and are expanding in range, and can be an animal, plant, or pathogen with no effective natural or native predators. To be considered an AIS, the species must pose a significant risk to the economy, environment, and/or human health.

The project team's survey showed that many Albertans are already involved in AIS issues, but materials, resources, and knowledge to raise the profile of this issue are lacking. To address the AIS threat, leadership is needed and legislation should support effective prevention and management. In examining the state of AIS in Alberta, the team found gaps in communication, coordination, and awareness; specifically, there is a lack of coordination and collaboration between groups, and the roles of key players are not always well-defined. They also found gaps in regulation and enforcement related to AIS, as well as other challenges including funding, expertise, monitoring, and control options. All of these gaps and challenges present opportunities for improvement.

In 2014, the team hired a consultant to review established programs in six jurisdictions, one in Canada and five in the US. Various approaches are used in these other locations, but all systems have the same components: these include education and outreach, risk assessments, early detection, rapid response, and inspections. Planning, coordination, and implementation efforts are supported by governance structures, laws and regulations and their enforcement, funding, and stakeholder engagement and coordination. By the end of this year, the team was developing its recommendations and will submit its final report to the board in 2015.

WATER LITERACY

The Water Literacy Project Team was established in March to provide recommendations to improve water literacy practices in Alberta. In 2014, the team conducted an electronic survey of relevant stakeholders to compile an inventory of existing programs, products, and assessment work related to water literacy in Alberta and other jurisdictions. Over 120 responses were received. Findings showed there are about 150 water programs in the province, covering a diversity of topics for a wide audience. Analysis of the data was underway by the end of the year and will be reported in 2015. This aspect of the project will result in a list of current approaches and best practices to achieve a higher level of water literacy.



Although the original terms of reference indicated that water literacy would be defined by the team for assessment purposes, the intent was not to develop an actual definition of this term. Rather, the team plans to develop a tool to assess water literacy, and the terms of reference were amended accordingly at the October board meeting. As well, funds for the assessment work were uncertain when the project began; further changes to the terms of reference reflected that the team will examine options and seek more budgetary assurances prior to undertaking the assessment component. Timing of the final report and recommendations will depend on the assessment approach chosen and the funds available.

LAKE MANAGEMENT

In October, the board approved terms of reference from a working group to establish the Lake Management Project Team. This project will:

- Document and assess the state of lake management planning and governance in Alberta.
- Identify gaps, redundancies, and opportunities to improve lake management, and
- Develop recommendations to improve lake management, including roles and responsibilities.

Team members will develop a draft approach for lake management and engage key stakeholders to obtain their feedback on the proposed approach. The project is expected to conclude in June 2016 with a final report and recommendations to the board.



IN-KIND CONTRIBUTIONS

In-kind support is a cornerstone of the AWC's ability to address complex water management issues and is extremely valuable in helping the AWC to complete its work. Industry, government, and non-government organizations have all provided such support, largely through the participation of their staff. A number of organizations have also hosted meetings and other events. The AWC has tried to assign a dollar value to this support by examining time and travel costs and other contributions, but can confidently say that the true value of these contributions is both under-recorded and underestimated.

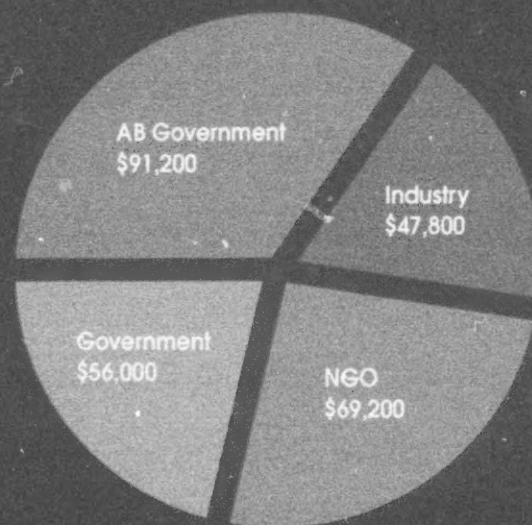
The total in-kind contributions of time for 2014 amounted to 2115 hours, which represents nearly \$217,000 in donated time. Cash donations were also made by the Government of Alberta, other government, and industry in support of the Council's work. The chart below shows both in-kind and cash contributions from the four broad stakeholder categories.

The AWC also acknowledges Aquality Environmental for its contribution to the October recognition event.

In addition, the Government of Alberta provided office space to the AWC in 2014.

The AWC gratefully acknowledges all the generous contributions from its stakeholders.

AWC IN-KIND
CASH EQUIVALENT



ORGANIZATIONS

The following organizations supported the AWC through their generous in-kind contributions in 2014. These commitments have been instrumental in helping the AWC undertake its work and are deeply appreciated. The AWC also values the contributions from the many organizations that have been engaged behind the scenes and are too numerous to track.

Alberta Aboriginal Relations
 Alberta Agriculture and Rural Development
 Alberta Association of Municipal Districts and Counties
 Alberta Beef Producers
 Alberta Canola Producers Commission
 Alberta Chamber of Resources
 Alberta Conservation Association
 Alberta Council of Environmental Education
 Alberta Energy
 Alberta Energy Regulator
 Alberta Environment and Sustainable Resource Development
 Alberta Environmental Network
 Alberta Forest Products Association
 Alberta Health
 Alberta Innovates - Energy & Environment Solutions
 Alberta Irrigation Projects Association
 Alberta Lake Management Society
 Alberta Municipal Affairs
 Alberta Newspaper Company
 Alberta Urban Municipalities Association
 Alberta WaterSMART
 Alberta Wilderness Association
 Aquality Environmental Consulting Ltd.
 ATCO Power Ltd.
 Athabasca Watershed Council

Battle River Watershed Alliance
 Beaver River Watershed Alliance
 Bow River Basin Council
 Bow River Irrigation District
 Brownlee LLP
 Canadian Association of Petroleum Producers
 Canadian Fuels Association
 Capital Power
 Chemistry Industry Association of Canada
 Chestermere Utilities Incorporated
 CH2M Hill
 City of Calgary
 City of Edmonton
 City of Lethbridge
 Cochrane Environmental Action Committee
 Conoco-Phillips Canada
 Crop Sector Working Group
 Devon Canada Corporation
 Ducks Unlimited Canada
 Environmental Law Centre
 EPCOR Water Services Inc.
 Esso Imperial Oil Resources
 Fish Habitat Conservation Collective
 First Nations (Alberta) Technical Services Advisory Group
 Intensive Livestock Working Group
 ISL Engineering and Land Services
 Keir Wood Lelldal

Land Stewardship Centre of Canada
 Lesser Slave Watershed Council
 Métis Settlements General Council
 Mighty Peace Watershed Alliance
 Milk River Watershed Council Canada
 MLT Lawyers
 Mountain View County
 Namaka Farms
 Natural Resources Conservation Board
 North Saskatchewan Riverkeeper Program
 North Saskatchewan Watershed Alliance
 Oldman Watershed Council
 Red Deer River Watershed Alliance
 Reynolds Mirth Richards & Farmer LLP
 Shell Canada Limited
 South East Alberta Watershed Alliance
 South Peace Environmental Association
 Strathcona County
 Suncor Energy
 Sustainability Resources Ltd.
 Taber Irrigation District
 Town of Blackfalds
 TransAlta Corporation
 Trout Unlimited Canada
 University of Lethbridge
 Water Conservation Trust of Canada



OTHER RESOURCES

The AWC's reports and fact sheets can be obtained from our website or on request to staff. Other agencies and organizations have published materials that have been useful to the AWC and may be of interest to readers. Some of these are noted below.

AWC DOCUMENTS

The following documents are available on the AWC website at www.awchome.ca.

- *Riparian Land Conservation and Management* (2014)
- *2014-2016 Business Plan* (2014)
- *Sector Planning for Water Conservation, Efficiency and Productivity* (2013)
- *Recommendations to Improve Non-Point Source Pollution Management in Alberta* (2013)
- *Moving from Words to Actions - Recommendations to Improve communication, coordination and collaboration between and among Water for Life partnerships* (2011)
- *Consensus Decision-Making Toolkit* (2010), published with the Clean Air Strategic Alliance
- *Provincial Ecological Criteria for Healthy Aquatic Ecosystems: Recommendations from the Alberta Water Council* (2009)
- *Recommended Projects to Advance the Goal of Healthy Aquatic Ecosystems* (2009)
- *Recommendations for Improving Alberta's Water Allocation Transfer System* (2009)
- *Healthy Aquatic Ecosystems -- A Working Definition* (2008)
- *Water for Life: Recommendations for Renewal* (2008)
- *Intra-Basin Water Movement: Major Principles and Recommendations* (2008)
- *Recommendations for Water Conservation, Efficiency and Productivity Sector Planning* (2008)
- *Strengthening Partnerships: A Shared Governance Framework for Water for Life Collaborative Partnership* (2008)
- *Recommendations for a New Alberta Wetland Policy* (2008)
- *Recommendations for an Alberta Wetland Policy Implementation Plan* (2008)
- *Recommendations for a Watershed Management Planning Framework for Alberta* (2008)
- *Intra-Basin Water Movement Inter-jurisdictional Research Report* (2008)
- *Water Conservation, Efficiency and Productivity: Principles, Definitions, Performance Measures and Environmental Indicators* (2007)
- *Water Policy: Issues and Gaps* (2007)
- *Review of Implementation Progress of Water for Life, 2009 - 2011* (2011)
- *Review of Implementation Progress of Water for Life, 2006 - 2008* (2009)
- *Review of Implementation Progress of Water for Life, 2005 - 2006* (2007)
- *Review of Implementation Progress of Water for Life, 2004/2005* (2005)
- *2010 - 2013 Business Plan* (2010)
- *Water Research Strategy* (2006), published by the Alberta Science and Research Authority

Annual Reports

- *Alberta Water Council 2013 Annual Report*
- *Alberta Water Council 2012 Annual Report*
- *Alberta Water Council 2011 Annual Report*
- *Alberta Water Council 2010 Annual Report*
- *Alberta Water Council 2009 Annual Report*
- *Alberta Water Council 2008 Annual Report*
- *Alberta Water Council 2007 Annual Report*
- *Alberta Water Council 2005-2006 Annual Report*
- *Alberta Water Council 2004-2005 Annual Report*

WATER CONSERVATION, EFFICIENCY AND PRODUCTIVITY (CEP) SECTOR PLANS

Alberta's seven major water-using sectors have prepared CEP plans. These plans were voluntarily prepared and subsequently adopted by their respective sector organizations. In accordance with the AWC's Framework for sector plan development, the completed CEP plans were presented to the AWC for information only, not for approval or endorsement. The original plans are available on the AWC's website at www.awchome.ca/Projects/WaterCEP/tabid/115/Default.aspx.

OTHER RESOURCES

Water for Life Strategy and Related Documents

A number of documents related to the *Water for Life* strategy are available online at www.waterforlife.alberta.ca

Watershed Planning and Advisory Councils

(see <http://albertawpacs.ca/> for more details)

- Athabasca Watershed Council, www.awc-wpac.ca
- Battle River Watershed Alliance, www.battleiverwatershed.ca
- Beaver River Watershed Alliance, www.beaveriverwatershed.ca
- Bow River Basin Council, www.brbc.ab.ca
- Lesser Slave Lake Watershed Council, www.lswc.ca
- Mighty Peace Watershed Alliance, www.mightypeacewatershedalliance.org
- Milk River Watershed Council Canada, www.milkriverwatershedcouncil.ca
- North Saskatchewan Watershed Alliance, www.nswa.ab.ca
- Oldman Watershed Council, www.oldmanbasin.org
- Red Deer River Watershed Alliance, www.rdrwa.ca
- South East Alberta Watershed Alliance, www.seawa.ca

Other Alberta Resources and Websites

- Alberta Stewardship Network, <http://landstewardship.org/ASN/>
- Alberta Innovates — Energy and Environment Solutions, www.ai-ees.ca



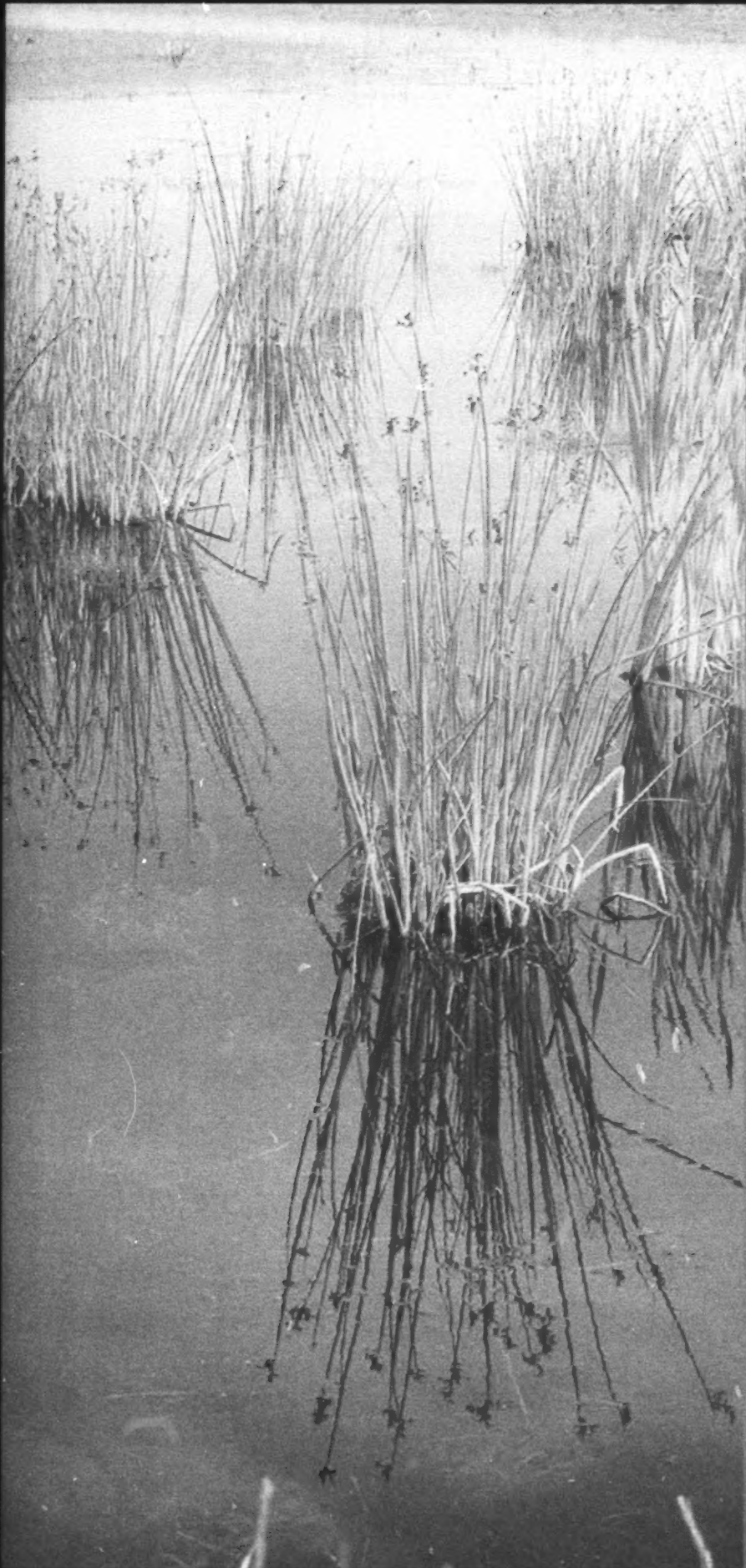


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